

Fairfax County Fire and Rescue Department



FY 2006 Operational Plan Mid-Year Assessment

Activity Period: July 1, 2005-December 31, 2005

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Strategic Planning Framework

The Fire and Rescue Department's strategic plan articulates the elements that define the framework for our future. The strategic plan includes a series of building blocks that include the department's vision and mission statements and core values. Together, these elements provide a consistent framework for all planning decisions, actions, and long-range strategies. An organization's vision and mission statements should, if well developed, remain unchanged. An effective vision statement defines what the organization is striving to become, how that effort will be accomplished, and for whom it is to be directed. The mission statement takes the broad elements from the vision statement and elaborates on how the organization functions and the services and roles it fills in the community.

Our Vision

Dedicated to being the best community-focused Fire and Rescue Department working as a team to ensure a safe and secure environment for all those entrusted to our care.

Our Mission

The Fairfax County Fire and Rescue Department is committed to providing emergency and non-emergency services to protect the lives, property, and environment of our community. We contribute to this commitment by:

- Maintaining a leadership role in local, state, and national public safety initiatives.
- Developing, implementing, and maintaining innovative prevention programs and strategies, life safety education, and training for our community.
- Maintaining the highest departmental readiness to provide emergency medical and fire suppression services.
- Maintaining state-of-the-art special operations capabilities.
- Seeking new and better ways to further integrate the Fire and Rescue Department into our communities.
- Conducting research and using technology to enhance the achievement of these objectives.

Our Core Values

The third component of the strategic planning framework is the articulation of the organization's core values. These values create the backdrop against which decision-making occurs. Each value is intertwined with its counterparts. The essence of an organization's effectiveness is how it stands up to its values. The Fairfax County Fire and Rescue Department Core Values include the following:

Professional Excellence

Health and Safety

Diversity

Teamwork and Shared Leadership

Integrity

Community Service and Involvement

Innovation

Effective Communication

FRD Strategic Issues

During the initial strategic planning process in 2001-2002, the department articulated three broad strategic issues. As part of the planning process in 2004, a fourth strategic issue, Service Quality, was added. These four strategic issues represent the focal points for the strategic and operational planning efforts and actions.

Capacity Development

Capacity development is an internal strategic goal which will be measured by an increased capacity within the department to effectively address the life safety, property, and environmental protection needs of our community. Demands for services defined in the department's mission statement impact personnel, equipment, facilities, training, and morale. In order for the department to make progress toward its vision, these internal issues must be addressed.

Integration into and Education of Fairfax County Community

This strategic goal will be measured by increased favorable attitudes and perceptions on the part of our community toward the department from which responsive community and political support of the department's operations will emerge. This goal directs the organization toward the external relationships needed for the department to be an effective community partner.

Influence Public Policy Formulation and Implementation

This strategic goal will be measured by increased favorable attitudes and perceptions on the part of national, state, and local organizations toward the Fire and Rescue Department, which will increase our ability to exert greater influence over the policies affecting our organization. The department is recognized throughout the world as one of the leaders in the fire service. The organization is used as a benchmark against which other departments measure their success. The mission and vision of the department are closely tied to maintaining and enhancing this role. This goal directs the organization to strive to stay at the top of our field.

Service Quality

This issue recognizes that every aspect of our mission include a focus on the principles of continuous quality improvement and awareness. This issue will be further defined during the FY 2005 planning process however, at a minimum it can be measured through performance measurement goals such as response times, patient care, and fire prevention initiatives.

FY 2006 Operational Plan Development

Each year, the Fire and Rescue Department conducts a strategic planning retreat in May. This effort brings together members of the department's senior staff, the planning leadership team, and a cross-section of members at all ranks and divisions of the organization. This year, over 70 members of the department participated.

The purpose of the retreat is to examine the progress that the department has made in the four strategic areas. The Fire Chief presents his annual "State of the Department" and there is a review of the progress that has been made in the operational goals for that year. Those goals that have been achieved or where significant progress has been made are acknowledged and those that need further attention are often carried over into the next year's operational plan.

This year, each of the respective deputy chief and divisional areas submitted a list of the top two-three issues that required action and effort in the coming year. As part of the retreat, other issues were raised and recommended for inclusion in plan. Recognizing that past Operational Plans have included too many goals and spread the focus too thin, this year's retreat included a prioritization exercise to identify those issues and areas to determine what needed to be in the final plan.

In June, the recommendations of the retreat participants were reviewed by the Planning Leadership Team and the department's Senior Staff. Any goal that was to be included in the final adopted plan was assigned a lead person or division to ensure accountability. The adopted plan was posted to the department's intranet site in mid-July.

A second feature in the development of the FY 2006 Operational Plan was to break the goals into one of three categories for action. It is hoped that this effort will help the organization understand anticipated timetables for completion and create an understanding that some issues will require more in-depth review before final decisions or recommendations can be implemented.

The three categories and their definitions are as follows:

- *Immediate – Critical Commitment:* These are goals that the department must undertake due to internal or external demands. Unless there are changes after the plan is adopted, these goals must be accomplished.
- *Immediate – Short-term:* These are goals that are determined to be reasonably accomplished by the end of the plan year unless there are other changes or impacts after the plan is adopted.
- *Study and Analysis:* These are goals that require long-term action to undertake a significant review of business practices or that have larger implications for the whole organization. If addressed appropriately in this plan year, the recommendations that come out of study and analysis will become short-term in future plans.

FY 2006 Operational Plan Mid-Year Assessment

During the development of the FY 2006 Operational Plan, each goal was assigned to a lead unit or section within the department for oversight and action. In early January 2006, each of the goal contacts was asked to submit a status report to be reflected in this assessment. The period to be covered for this report was July 1, 2005 – December 31, 2005. Summations of the respective updates were then integrated into the plan document and are outlined by goal area beginning on page 7. It is important to note that in many cases, these goals are actively being worked on, so by the time this report is published, there may be additional updates available.

On February 3, 2006, the Fire Chief convened a meeting of the department's senior staff, members of the Planning Leadership Team, and the presidents of the various constituent organizations to review the status of the plan in greater depth. Each goal was discussed and, where appropriate, goals were revised, deleted, or reworded to reflect the current state of the plan and the organization. Any significant changes or updates are reflected in the goal sections in red.

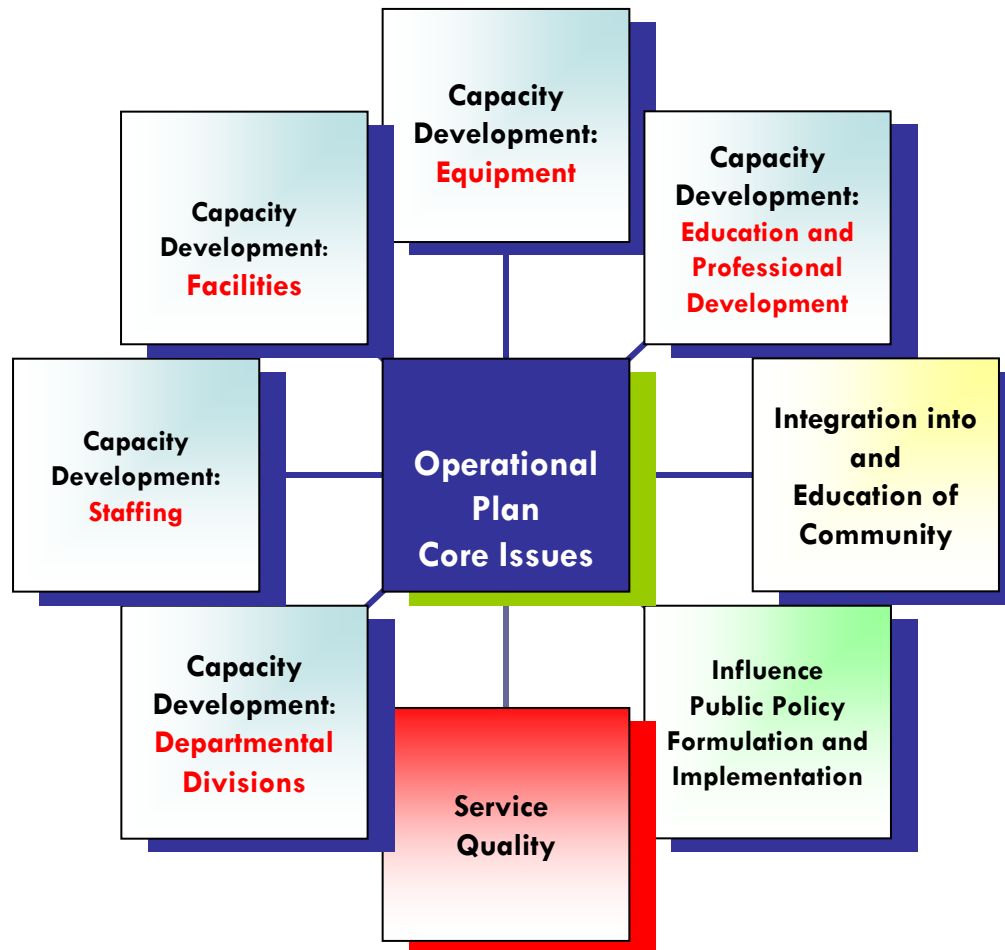
One of the significant on-going issues for the department with regard to its planning processes and plan implementation is the increased number of goals that are being included in the plan. In the first two years, the annual Operational Plan included approximately 40 goals. Repeatedly, the department has stressed the difficulty in maintaining momentum and action on such a large number of goals. In FY 2006, the plan includes 60 goals. The enormity of this undertaking must be understood.

At mid-year, a strength that emerged from the review of this large number of goals was a validation of putting the goals in one of three categories with an understanding that goals intended for study and analysis will be more in-depth and require longer time-frames for completion. On the down side, however, is a growing understanding that as each of these reports comes forward with recommendations for the future, the potential number of planned action goals may increase.

As the strategic planning efforts continue to be incorporated in the way the organization addresses both short-term and long-term decision-making, there will be an even greater need during the annual planning phases to do increased prioritization and limiting the overall commitment to goal achievement or the process may become unwieldy. This issue will become a key factor during the development and adoption of Operational Plans in future years.

If you have any questions regarding the planning process or you wish to become involved in one of the working groups association with the goals, please contact Susan Herbert, the department's Strategic Planner at 703.246.3889 or susan.herbert@fairfaxcounty.gov.

FY 2006 Operational Plan Core Diagram



FRD FY 2006 Operational Plan Mid-Year Status Report

Strategic Area	Timing	Goal	Status
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> Capacity Development Equipment (CDE) Page 1 of 3 </div>	I M M E D I A T E Critical Commitment	CDE-1 Develop new CAD system requirements and continue Altaris stabilization.	CAD/RMS Team has been established and is being staffed by Deputy Chief Burke and BC Cox. Altaris CAD stabilization completed.
		CDE-2. Complete the NEXTEL rebanding project. <u>Mid-year goal revision:</u> Complete the project within the next 18-24 months.	Request for extension filed with FCC in conjunction with DIT and the County Attorney. Work strategy pending outcome of negotiations. Staff has been identified to support project.
		CDE-3 Implement Electronic Patient Care Reporting System (EPCRS). <u>Mid-year goal revision:</u> Completed project due within the next 18-24 months.	Revised RFP in draft form in circulation. Working with DPSM to hire bona fide Project Manager.
	I M M E D I A T E Short-term	CDE-4 Complete of installation of minimum complement of aerobic training fitness equipment to include treadmills, ellipticals and stair steppers.	The current funding for FRD fire station fitness equipment. is \$55K from Fire Programs. This amount will cover some replacement and new purchasing. To complete this goal, we will need 7 Ellipticals and 20 Stepmills totaling \$96,600.
		CDE-5 Complete Ready Reserve Capacity to include PPE and 2 nd set of gear, and reserve apparatus. (coordinate with Goal CDF-8)	Continue to complete Ready Reserve Apparatus as funding is identified (Fire Programs, 4-for-Life) and allocated. Distribution of UASI 2 nd set commences spring 2006. Sustaining 2 nd set for all members through the budget process.

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Strategic Area	Timing	Goal	Status
Capacity Development Equipment (CDE) Page 2 of 3	S T U D Y and A N A L Y S I S	CDE-6 Identify a plan to address existing and projected radio interoperability issues. <u>Mid-year assessment:</u> Not a study and analysis goal. Move to on-going.	Strategy developed and maintained thru NOVA Comm Officers Group. On-going participation in state and national interoperability meetings.
		CDE-7 Identify a plan to address integration of data management systems. <u>Mid-year assessment:</u> Goal completion must include a work plan, timetable and discussion regarding RMS.	Currently working with respective divisions to identify databases that can be consolidated to a SQL Server database and accessed thru web-based applications.
		CDE-8 Examine and develop a plan to address SCBA enhancements to keep up with technology.	Currently assessing proposed changes to NFPA 1981. Upgrades will be determined and negotiated with vendor in FY2006. Funding identified in baseline budget and Fire Programs.
		CDE-9 Develop a plan for tunnel rescue capability within the Technical Rescue Operations Team in order to prepare for the Metro Rail expansion into Tysons Corner.	TROT personnel have evaluated the equipment and training requirements necessary for tunnel rescue. They have identified vendors for the equipment and training; however, a funding stream has not been secured. The Department will develop a funding and implementation plan once a clear definition of the scope and timeline for the Metro expansion project has been established.

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Strategic Area	Timing	Goal	Status
<div>Capacity Development Equipment (CDE)</div> <div>Page 3 of 3</div>	S T U D Y and A N A L Y S I S	CDE-10 Identify a plan to place thermal imagers on all suppression and BC vehicles. <u>Mid-year assessment:</u> No longer study and analysis. Move to on-going.	There is a multi-year purchase plan utilizing fiscal year 2006-2007 Fire Programs Funding to outfit 13 Engines and 6 Command vehicles
		CDE-11 Conduct a feasibility study to consider a plan to balance workload and apparatus to determine standards of deployment. Coordinate with Goal CDF-5	Ongoing. The Fire Station Location Plan along with the additional studies to realign and discuss adding the 7 th Battalion and response matrix.

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Strategic Area	Timing	Goal	Status
<div>Capacity Development Staffing (CDS)</div> <div>Page 1 of 3</div>	<div>I M M E D I A T E</div> <div>Fiscal Requirement</div>	CDS-1 Request funding for additional personnel for trucks and rescues, BC aides, and DC aides as part of safe staffing requirements as part of FY 2007 budget.	Funding request submitted as part of the Department's FY 2007 budget submission. Final acceptance of the initiative will not be known until final budget adoption in April 2006.
		CDS-2 Request funding for an additional battalion as part of FY 2007 budget.	Funding request submitted as part of the Department's FY 2007 budget submission. Final acceptance of the initiative will not be known until final budget adoption in April 2006.
		CDS-3 Request funding to add an additional safety officer for each shift as part of FY 2007 budget.	Funding request submitted as part of the Department's FY 2007 budget submission. Final acceptance of the initiative will not be known until final budget adoption in April 2006.
	<div>I M M E D I A T E</div> <div>Short-term</div>	CDS-4 Design and implement a new accident review board as the first step in an inclusive driver improvement program to identify and remediate at-risk drivers.	Completed design and implementation phases. System is in use and subject to review of initial results with subsequent revisions possible.
		CDS-5 Formalize and institutionalize the activation and implementation of the C&GS/ICP, DOC, and EOC for large-scale, multi-operational period incidents.	A draft concept of operations which identifies the roles/responsibilities of the ICP, DOC, and EOC has been developed and disseminated to senior staff for review. The group will be meeting in the first quarter to finalize the plan and then training will be conducted for the staff.

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Strategic Area	Timing	Goal	Status
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> Capacity Development Staffing (CDS) Page 2 of 3 </div>	IMMEDIATE Short-term	CDS-6 Complete Phase One of the EMS Restructure Plan to include hiring Clinical Practitioners and Educational Coordinator.	EMS Division hired one Clinical Practitioner in September, interviews continue for remaining two positions. Educational Coordinator has been hired effective January 2006.
		CDS-7 Implement phase two of the EMS Restructure Plan to include hiring Lieutenants (6) for Mobile Training Unit (MTU), Quality Assurance MA Is (2), Research Analyst MA I (1), Lieutenant for Quality (1), Lieutenant for Biomedical (1), and Administrative Assistant III (1).	EMS Division has filled two MA-I positions for Quality Management section and the MA-I Research/Special Projects Coordinator position. Admin Assistant III for Quality and the Biomedical Lieutenant positions have been filled. Anticipate filling the remaining Lieutenant positions (one for EMS Administration and six for Mobile Training Unit) by April 1, 2006.
	S T U D Y and ANALYSIS	CDS-8 Prepare a comprehensive update of the Department's Staffing Needs Analysis to include: <ul style="list-style-type: none"> ▪ information from the Prevention staffing report ▪ additional staff support needs to include review of new staffing/support ratio ▪ conversion of limited term workforce to permanent staffing. 	Project not yet begun due to competing priorities.

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Strategic Area	Timing	Goal	Status
<div>Capacity Development Staffing (CDS)</div> <div>Page 3 of 3</div>	<div>S T U D Y</div> <div>and</div> <div>ANALYSIS</div>	CDS-9 Conduct an analysis of relief force to be accessible for peak times and vacancies.	In progress. Forty-two uniformed positions have been added to workforce; analysis completed to determine the appropriate rank and specialty. First round of promotions will be effective January 2006. Management of relief squad currently under development.
		CDS-10. Develop a Strategic Plan for the Prevention Division.	Ongoing: The Prevention PLT is in place. The vision and mission statements have been adopted. The meat of the process is about to begin. Completion of project by spring 2006.

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Strategic Area	Timing	Goal	Status
Capacity Development Facilities (CDF) Page 1 of 2	I M M E D I A T E Critical Commitment	CDF-1 Complete the construction of the Fairfax Center Fire Station with a projected opening date in the fall of 2005.	Opening of the station has been delayed until mid-winter 2006.
		CDF-2 Continue the construction schedule for the Crosspointe Fire Station with a projected opening date of early 2007.	Station construction is on schedule.
		CDF-3 Complete the design of the Wolf Trap Fire Station with a projected opening of the station in FY 2007.	A contract was awarded for the architectural design and the station remains on schedule.
	S T U D Y and ANALYSIS	CDF-4 Develop a plan for a replacement Great Falls Fire Station with identified costs for inclusion in FY 2006 Public Safety Bond.	Agreement between GFVFD and County is being negotiated. Anticipate completion by the end of February 2006.
		CDF-5 Complete a review and update of the Fire Station Location Master Plan by July 2006 to include a study of apparatus deployment.	Project delayed due to data and technological issues but appears to be on-track for completion by mid-year 2006.
		CDF-6 Continue discussions regarding the possible relocation of FS 29.	No suitable sites have been identified at this time. Funding has been requested for this project as part of the FY 2007 CIP program funding.

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Strategic Area	Timing	Goal	Status
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> Capacity Development Facilities (CDF) Page 2 of 2 </div>	S T U D Y and A N A L Y S	CDF-7 Enhance and identify additional facility capacity for logistics/warehouse.	To meet increasing expectations and workload of LDC: • Extended work shifts with assistance of temp workers (Manpower, Inc.) • Reorganization of floor space and work flow, build out of PPE Center • For FY07, seeking 50,000 sq ft additional storage space to meet current and future needs.
		CDF-8 Develop a plan to address storing second set of gear. <i>(coordinate with Goal CDE-5)</i>	Plan is to store the gear in-station. Logistical details are being worked out and will be articulated in a forthcoming General Order.
		CDF-9 Explore and identify an interim location for the CPAT facility.	No location has been identified to date. \$2.5M requested in FY07 for lease and/or construction. County planning is reviewing any potential existing facilities when one comes available.
		CDF-10 Develop a plan for relocation of some services to the Burkholder building.	Still pending. Awaiting input from the County Executive's office.
		CDF-11 Explore options for the renovation or relocation of the Herndon and Jefferson fire stations.	Funding for the feasibility studies for these stations was approved for this fiscal year and have begun. Final reports are anticipated by April 2006.
		CDF-12 Develop partnerships with other County agencies and identify options to establish strategically located facilities for 24 hour dependent/child care.	A task force was established in collaboration with Police, Sheriff, DPSC, and Office for Women. A survey was developed and distributed.

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Strategic Area	Timing	Goal	Status
Capacity Development Facilities & Education and Professional Development (CDFP)	IMMEDIATE Critical Commitment	CDFP-1 Implement phase one of the training academy master plan by initiating design and construction of the new burn tower facility.	Funding for this project was not approved as part of the FY 2006 budget allocation. Discussions are on-going with DMB and the County Executive to consider funding at third quarter.
	IMMEDIATE Short-term	CDFP-2 Complete the relocation of identified EMS training capacity to the Tysons Corner property.	60 – 65% done. Anticipate a March 2006 completion. A/V components still being installed and awaiting other equipment needs.
	S T U D Y and ANALYSIS	CDFP-3 Explore feasibility of Water Authority property for training purposes.	Property withdrawn from consideration by the Water Authority. No other sites currently available in South County.

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Strategic Area	Timing	Goal	Status
Capacity Development Education and Professional Development (CDED) Page 1 of 2	I M M E D I A T E Critical Commitment	CDED-1 Design, develop, and implement Mobile Training Units.	In progress, \$1,076,240 submission in FY07 budget request.
		CDED-2 Complete plan for officer development schools and prepare to implement and develop a plan to implement a formalized "field based" command officers internship and mentoring program. <i>Coordinate with Goal CDD-2</i>	Awaiting final recommendations of the Unification of the Ranks committee in light of the Town Hall meetings. Schools should be two weeks in length. No specific topics selected; group will meet in early 2006.
		CDED-3 Continue to review the impact of the professional development requirements.	Currently under review with a status report due mid-winter 2006.
		CDED-4 Initiate the Training Operations in Program Safety Initiative (TOPS).	This program has begun. A decision regarding whether it should remain in this year's operational plan is still under consideration.
	I M M E D I A T E Short-term	CDED-5 Train all uniformed personnel at the rank of Captain II and above to ICS-300 (Intermediate) and all Battalions Chiefs and above to ICS-400 (Advanced.)	The Department is hosting a ICS-300 and ICS-400 pilot program on January 23 - 27. Once the new "all hazards" curriculum is evaluated and adopted, a schedule will be developed for all Captain IIs and command level officers to attend.
		CDED-6 Develop a systematic approach to encourage non-uniformed staff to access available County training.	Not started. This project will be assigned to the newly promoted Management Analyst position in Safety and Personnel Services Division.

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Strategic Area	Timing	Goal	Status
Capacity Development Education and Professional Development (CDED) Page 2 of 2	S T U D Y and ANALYSIS	CDED-6 Develop a plan to initiate IT technology (such as blackboard) in every work location to facilitate timely essential training. <u>Mid-year assessment:</u> Recommendation that FRD explore other county initiatives as possible partners.	Pending. Department has identified \$125K in the FY 2007 budget.
		CDED-7 Conduct a feasibility study for video conferencing.	The feasibility study has been completed. The goal is to install the video conferencing system in the Massey Bldg, DOC at the Academy, all battalion offices, and the Command/Communication Units. The Police Department is installing the necessary infrastructure in the building. Fire and Rescue is identifying funding sources for our portion of the initiative.

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Strategic Area	Timing	Goal	Status
<div>Capacity Development</div> <div>Departmental Divisions (CDD)</div>	<div>I M M E D I A T E</div> <div>Critical Commitment</div>	CDD-1 Begin to implement the Workplace Diversity Task Force recommendations as approved by the Fire Chief.	In January 2006, the EEO section will be tasked with oversight of this initiative. To date, three of the recommendations have been addressed. These include the hiring of the MA I EEO specialist, initiating a Human Relations Board, and addressing the anticipated eligibility criteria in promotional testing.
		CDD-2 Continue the work of the Unification of the Ranks Committee to include adoption and begin implementation of recommendations.	Draft report presented to Fire Chief in November 2005. Town meetings have been conducted. Final report and recommendations due in early February 2006.
		CDD-3 Review and implement the recommendations from the Ludwig Study (Volunteer-Career relations). <u>Mid-year revision:</u> Change from "review and implement" to review and develop a plan to implement."	Town meetings and meetings with each volunteer department were held. Status report presented to Board of Supervisors in September 2005. Volunteer Fire and Rescue Association preparing a position paper for presentation to Senior Steering Group. Report due in January 2006.

FRD FY 2006 Operational Plan Mid-Year Status Report

Strategic Area	Timing	Goal	Status
Capacity Development and Integration Into and Education of Community (CDIE)	I M M E D I A T E Critical Commitment	CDIE-1 Continue the implementation of the EMS Transport Billing Program which includes the receipt and processing of approximately \$6 million in revenues. <u>Mid-year change:</u> the language “and processing of” should be removed from the goal as redundant.	EMS Transport Billing Program is on track. In the first six months of FY2006, it is anticipated that \$3,631,408 was processed.
		CDIE-2 Continue implementation of Fairfax Inspections Data On-line (FIDO).	Slow progress. Program continues to move forward but being held up by contractor problems. Completion date was scheduled for October 2004 and now appears a partial completion to be summer – fall 2006.
	IMMEDIATE Short-term	CDIE-3 Revamp the Department’s intranet.	Completed redesign of Fire Prevention, EMS, and PIO office. Work in progress for Communications, Apparatus, and Planning, and Academy sites.
	STUDY and ANALYSIS	CDIE-4 Continue to explore alternative mechanisms of funding in order to enhance agency operations. <u>Mid-year assessment:</u> Not a study and analysis goal. Move to on-going.	This is a normal, continuing activity. Not sure what was anticipated by study and analysis.

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Strategic Area	Timing	Goal	Status
<div> Integration into and Education of Community (IE) </div>	<div> I M M E D I A T E Short-term </div>	IE-1 Identify a plan for all members of the Department to be proactive in providing information, safety and educational programs and special event activities to all residents of Fairfax County.	<p>Continue to produce communications tools for members to use throughout the community. Provide fire and life safety information to the Office of Public Affairs for inclusion in their monthly "News To Use" electronic newsletter to be used by all county residents. Conduct two-day, media/community relations course for company officers to ensure a better understanding of how they can impact public perception. Provide an orientation to recruits on the basics of public information and life safety education and their role. Provide information to the media and internally through news releases, media advisories, and public service announcements (over 130 distributed for 2005). Coordinate with Operations for smaller events to ensure community residents requests are met, as appropriate. Drafting a proposed IB or SO on actions to be taken by members after a fire or following a significant incident that relate to victims, residents, and the community.</p>

FRD FY 2006 Operational Plan Mid-Year Status Report

Strategic Area	Timing	Goal	Status
<div style="border: 1px solid black; padding: 5px; text-align: center;"> Integration into and Education of Community (IE) </div>	<div style="text-align: center;"> I M M E D I A T E Short-term </div>	IE-2 Develop a continuing educational program for property owners and contractors.	No progress. Staffing problems have prevented any forward movement. Still very high on priority list and hope to begin process in CY06.
		IE-3 Revamp the Department's internet site.	First step, new servers and new configuration by Jan 30, 2006. Completing documentation of current system. Plan to establish a users work group by Mar 1, 2006, for design and content plan.
	<div style="text-align: center;"> STUDY and ANALYSIS </div>	IE-4 Explore reinstitution of the citizen CPR program. <u>Mid-year assessment:</u> Fire Chief recommends moving forward with the plan and goal be moved to Immediate – short-term.	Initial thought is that this could be integrated into the Public Access Defibrillator Program with minor modifications. Awaiting FC approval to move forward.

FRD FY 2006 Operational Plan Mid-Year Status Report

Strategic Area	Timing	Goal	Status
Influence Public Policy Formulation and Implementation (PP)	IMMEDIATE On-going	PP-1 Monitor legislative activities at the state and federal levels to ensure that issues of concern to the fire and EMS communities are addressed.	Legislative review session to begin January 11, 2006. Monitoring and response procedures have been established. Response system was provided to Senior Staff on December 21, 2005.
		PP-2 Continue to actively participate in state and national organizations, committees, and forums.	Participation in committees is on-going. A list of meetings attended during the first six months of the year is being compiled.

Service Quality (SQ)	IMMEDIATE On-going	SQ-1 Continue to implement plans and strategies to meet the target response times as indicated in NFPA 1710.	On-going, subject to budgetary process to increase staffing and unit levels. Status of compliance requirements tracked and reported monthly.
	STUDY and ANALYSIS	SQ-2 Develop a quality improvement model for implementation in FY 2007.	Launch of Peer-Driven Quality Council scheduled for January 2006. Need to evaluate the feasibility of/suitability for implementation of the IAFF/IAFC Performance Measures (PM). Adjust implementation date to midyear FY 2007.